

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **UDC Revisions: Housing Impacts**

ISSUE: Panelists addressed the 1997 Master Plan and how it shapes the revised UDC; described and discussed the revision process; and outlined opportunities and impacts created by new aspects of the UDC.

PARTICIPANTS: **Mike Greenberg**, Columnist
San Antonio Express-News

Ernani Falcone
Neighborhood Activist

Doug Lipscomb
American Institute of Architects, Urban Affairs Chair

Gene Dawson Jr., President
Pape-Dawson Engineers

Emil Moncivais – Moderator
City of San Antonio Planning

SUMMARY: The goal of the work session was to achieve a better understanding of the changes proposed in the revised Unified Development Code and how the UDC affects the development of housing.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Internet and GIS Applications**

ISSUE: Representatives from three different internet sites demonstrated the features of their sites and focused on how internet access and GIS technology can make information about communities easier to access.

PARTICIPANTS: **Nancy Dean**, Assistant Information Services Manager
City of San Antonio

Richard Harris, Professor of Sociology
University of Texas at San Antonio

Terry Kinsman, GIS Programmer Analyst
TELESIS Corporation

Dr. Doug Frederick - Moderator
J-QUAD & Associates

SUMMARY: The goal of the work session was to achieve a better understanding of services and access to information through the Internet.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Innovative Housing Products**

ISSUE: Housing practitioners talked about new approaches to housing—such as shared housing, green building, and universal design--that offer opportunities for long-term environmental, economic, and social sustainability.

PARTICIPANTS: **Stephanie Harmon, Senior Deputy Director**
Fannie Mae Colorado Partnership Office

Dr. Mike Crosbie, PATH contractor
Steven Winter Associates, Inc.

Jacqueline West
Shared Housing of Dallas

Judith Babbitt
City of San Antonio Planning Department

Aurora Ortega-Geis, Moderator
Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was to achieve an exposure to creative, sustainable housing products that provide a broader range of options for consumers.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Working with School Districts**

ISSUE: A diverse panel provided background on issues of school growth and funding, described ways in which developers can work with school districts to provide unique amenities for customers and explained the interdependency of school districts' long-term planning and community development through a discussion of how each affects the other.

PARTICIPANTS: **Winston Martin**, Vice President for Entitlement
American City Vista

Dr. Ruben Olivarez, Superintendent
San Antonio Independent School District

Dave Pasley, Bond Committee
Northside Independent School District

Dr. Woody Sanders – Moderator
University of Texas at San Antonio

SUMMARY: The goal of the work session was to help participants understand the linkages between housing development and school systems.

QUESTIONS/KEY COMMENTS:

- There is a relationship between community revitalization and school performance; there is interdependency.
- The performance *inside* a school is as critical as other external community issues, in terms of the vibrancy of that community.
- “You cannot go into a neighborhood and superimpose something on them that the neighborhood doesn’t want, and expect it to succeed.”
- Innovative approaches to school districts-community-improvement nexus includes a program for teachers, police officers, nurses and firefighters, in which they would not need to pay any downpayment or out of pocket closing costs *if* they purchased a

home in a particular area/community.

- “In places like Pomona, CA, there are child care centers in or near schools; more and more, schools are opening up their doors.”
- “Gateway Computers is also offering training for free” for communities, and other entities can do it.” – Winston Martin
- San Antonio ISD (SAISD) has a number of key priorities, including: finances; governance; increasing student performance; and a vision. SAISD created *Vision 2025*.
- SAISD has 94 campuses within the school district, encompassing 77 square miles.
- SAISD is currently considering identifying property that SAISD teachers could purchase under favorable terms in order to entice them to come live in the inner city. – Dr. Ruben Olivarez
- “There is a linkage between better schools and better neighborhoods. Better schools are the key to better neighborhoods.” – Dave Pasley

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WORK SESSION SUMMARY

TOPIC: **Innovative Housing Financing**

ISSUE: For-profit and non-profit lenders described new approaches to housing construction and term financing

PARTICIPANTS: **John Kenny**, Executive Director
San Antonio Housing Trust

Patricia Neal
Bank One

Brad Wirt, Public Finance
U.S. Bancorp Piper-Jaffray Inc.

Dr. Kim Hoeveler, Program Manager
Center for Neighborhood Technologies

Aurora Ortega-Geis – Moderator
Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was to introduce participants to new financing strategies.

QUESTIONS/KEY COMMENTS:

- How can we transition to study ideas? (i.e. savings in regards to transportation)

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WORK SESSION SUMMARY

TOPIC: **Downtown Housing**

ISSUE: Successful downtown housing developers from San Antonio and other Texas cities described the advantages of downtown housing, its market appeal, challenges to creation, and opportunities for public sector support.

PARTICIPANTS: **Jose Gonzalez**, Managing Member
Urban Collaborative

Trey Jacobson, Assistant Director
City of San Antonio, Economic Development Department

Steve Yndo
King William Lofts

Tom Guggolz

Ben Brewer – Moderator
Downtown Alliance, Executive Director

SUMMARY: The goal of the work session was to achieve a Greater awareness of the opportunities for downtown housing and what the City of San Antonio can contribute.

QUESTIONS/KEY COMMENTS:

- What incentives the city can provide?
- They are asking the city for consideration in permitting issues

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WORK SESSION SUMMARY

TOPIC: **Design for Community Development**

ISSUE: An architect, housing developers and a journalist discussed design and planning approaches that seek to make communities more economically, socially, and environmentally sustainable; the panel related these design approaches to current conditions and projects in San Antonio.

PARTICIPANTS: **Mike Greenberg**, Columnist
San Antonio Express-News

Darryl Byrd, Director of Corporate Development
Medallion Ltd.

Rick Pierce
Centex Homes

Thom Robey
Sprinkle Robey Architects

Larry Clark - Moderator
Bender Wells Clark Design

SUMMARY: The goal of the work session was to educate participants about the feasibility of and necessity for design options.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Housing Quality**

ISSUE: Panelists described various codes, ordinances and laws that regulate housing construction and quality, addressing topics such as safety, efficiency and cost-effectiveness. Panelists also addressed ways regulations are enforced in San Antonio.

PARTICIPANTS: **Michael Clack**, Assistant Director
City of San Antonio Building Inspections

Liz Garcia, Assistant Director
City of San Antonio Code Compliance

Bill Connolly, Director
New Jersey Division of Codes and Standards

Mike Myers, Model Energy Code
Dept. of Energy

John Salmons, Community Builder – Moderator
Department of Housing and Urban Development

SUMMARY: The goal of the work session was to achieve an improved awareness of opportunities, roles and responsibilities in constructing and maintaining quality housing.

QUESTIONS/KEY COMMENTS:

- An overriding principle is that various housing codes could be “different but not less” – that is, they would not go below a minimum standard, although they could conceivably go above that standard.
- Another principle is “leave it no less safe”.
- A third principle is “predictability and proportionality”

New Jersey built a code “topically, like a cookbook”. This was effective for the public.

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WORK SESSION SUMMARY

TOPIC: CDBG & HOME Program Structure

ISSUE: Panelists gave a brief overview of Current City and County programs and application processes; after each speaker, the facilitator gathered written comments and questions from participants. The facilitator then supported a discussion of potential process and priority changes to 2002-2003 CDBG and HOME funding cycles. The consultant team will collect written suggestions and questions from participants.

PARTICIPANTS: **Andrew Cameron**, Director
City of San Antonio, Housing and Community Development

Larry Woodrum, CDBG Manager
Bexar County, Housing and Human Services

John Maldonado, CPD Director
HUD

Moderators
Thomas Jones, Partner, McConnell Jones Lanier & Murphy
Jim Calhoun, J-QUAD & Associates

SUMMARY: The goal of the work session was to establish a baseline of information about how programs currently function and gather suggestions for changes.

QUESTIONS/KEY COMMENTS:

- When you receive applications, do you have any way of measuring an applicant's administrative ability? Is it based on past performance?
- What's the plan and qualifications of the part of the homeowner in the city to be able to expand and how to use it as a vehicle?
- I came from a neighborhood that was established in the early 50's. The infrastructure in there is pathetic. I have applied for CBDG funds and I do not see any positive answer. My people would complain about water coming to their backyard and I said okay I will talk to people about it and all of a sudden I'm

getting water in my carpet because of the lack of curving. What does it take to ask to get work in infrastructure? What do we have to do so you guys can pay attention to us?

- “Now, talking about different situations, how do I apply for these funds and what are the criteria? How can I go about getting some actions in place?”
- Is the 6% to 7% of the budget allocated for running the CDBG Program?
- What do you mean about fixing the streets if the houses are not worth it?
- What can we do to keep them interested in areas that are abandoned, flooded, and set on fire?
- How can we help senior citizens with fixed income and who have lived in the city and paid property taxes for over 30 years, but don't have money to fix their home?
- Why do people have the perception of losing their money?

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WORK SESSION SUMMARY

TOPIC: **Housing Master Plan: Providers' Roles & Responsibilities**

ISSUE: Representatives from the consultants' team explained the concepts behind the Housing Master Plan and how the plan will be created and implemented.

PARTICIPANTS: **James Gilleylen**, Managing Partner
 J-Quad & Associates

Wendell Davis, Principal
 SA Research Corporation

Dr. Doug Frederick, Moderator
 J-QUAD & Associates

SUMMARY: The goal of the work session was to discuss elements of a housing master plan and expected participation of San Antonio stakeholders.

QUESTIONS/KEY COMMENTS:

- What are the components of the master plan?
- When will the master plan be ready?
- When will the master be ready for presentation to the public?

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WORK SESSION SUMMARY

TOPIC: **One Stop Shop & Call Center**

ISSUE: Panelists discussed models for multi-service centers and how current technology can support such centers.

PARTICIPANTS: **Vasu Vijay**, Senior Manager
Arthur Andersen, Advanced Technology Group

Jerry Sanford, Vice President
J-Quad & Associates

Florencio Peña
City of San Antonio, Building Inspections

Toni Van Buren – Moderator
San Antonio Facilitator's Guild

SUMMARY: The goal of the work session was to discuss concept and application of both a physical one-stop and a virtual one-stop shop for housing services customers and housing services providers.

QUESTIONS/KEY COMMENTS:

- When we get the technology in place, will that eliminate or lessen the focus on the human element or the assistance from that? Are you going to drive people to use the technology?
- Do you have the budget dollars in place to manage all of this?

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WORK SESSION SUMMARY

TOPIC: Cost/Benefit Analysis

ISSUE: What do we gain and what do we give up when we pursue certain housing investment strategies?

PARTICIPANTS: **Dr. Lloyd Blanchard**, Assistant Professor
University of Washington

Christina Castro, Housing Chair
COPS/Metro

Diana Kinlaw
San Antonio Housing Authority

Jeffrey Richard, Moderator
Principal, McConnell Jones Lanier & Murphy

SUMMARY: The goal of the work session was to achieve a broader understanding of the housing continuum and the limited amount of current resources.

QUESTIONS/KEY COMMENTS:

- Is the problem calculating the costs and the benefits? No, the problem is *identifying* the costs and the benefits, particularly the intangible ones.
- A way to determine costs and benefits of a project is to calculate the “new resources that are created as a result of that project.” There *is* a benefit, although difficult to quantify, of bringing people together; putting more people into houses; building better communities. We have to find a way to put dollar values on some these ‘squishy’ concepts. The challenge is not whether to include them into our evaluation, it is how we will account for them. The best way may be simply to be up front and transparent about one’s assumptions.
- The best way to get the fullest picture of costs/benefits is to undertake a two-step process: 1) Measure and calculated all the relevant tangible factors; and 2) Add in the intangible factors at the end of the analysis but before a final conclusion is reached.

- There is a tendency to count something as a benefit that is not really a benefit. “Tax breaks are costs, not benefits.” They could be potential benefits, but initially, they cost the public in terms of foregone revenue.
- The pencil must become sharper. As another example, people tend to count the *entire* monetary value a job created as a result of a project, as a benefit of that project. But that is only true if the people who got those jobs would have had no jobs at all. The correct calculation is to measure the *difference* between the new job they have, and the old/previous job, and to count only that portion as the “benefit,” e.g., “net new jobs”, not just new jobs.
- “Externalities” are the squishy things that are difficult to quantify, but that are nevertheless real. For instance, the benefit of a person having an education does positively impact society in addition to the individual. This is an example of a “positive externality”. There are also negative externalities – such as air pollution or noise pollution. – Prof. Lloyd Blanchard
- San Antonio Housing Authority (SAHA) began in 1937, and it considers its customers among the poorest in the housing spectrum.
- “It is important for the public to realize that a nonprofit needs to make a profit in order to sustain itself.”
- Some funding is too difficult to accept. HOME funds are an example for SAHA. They “had too many strings attached.” Every grant you go after has a string attached. Sometimes, there are too many strings.
- We have to ask the question, “Is the Project Worth Doing?” We owe it to taxpayers to ask the “what ifs”: e.g., “Would the project be worth doing IF:
 - We have to pay property taxes on it?
 - There is significant community outrage – NIMBY – Not in my back yard, such as with the Crown Meadow Project
 - Sometimes the effort it takes to get to “yes”/acceptance is not worth it – Diana Kinlaw, SAHA
- This Housing Summit has been an eye-opener, to learn that some San Antonio residents in the Northside don’t come south of Hildebrand.
- Unless the current trends change, by the year 2030, we in San Antonio as a whole will be less well-educated. This will likely increase the demand for support services.
- There is a Scripture from the Bible that says, “People perish for lack of knowledge”.

COPS has helped with 3 projects total, including Christ the King project, which is 48 units of senior development, that used volume cap bonds and a 4% tax credit.

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WORK SESSION SUMMARY

TOPIC: **Private Sector Financing**

ISSUE: Lenders described what they look for when considering making a loan to an affordable housing project.

PARTICIPANTS: **Judy McCormick**
 USAA FSB

Sophie Guerra
 BankOne

Adam Garza
 Laredo National Bank

Bob Gardener
 South Trust Mortgage

Aurora Ortega-Geis – Moderator
 Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was for developers to learn how to prepare and package an affordable housing deal.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Housing Cost Guidelines**

ISSUE: After a summary of current guidelines regarding the sales and rental prices for affordable housing, developers and a housing market analyst discussed the range of costs for construction/renovation of housing in San Antonio. Panelists also presented information about the unsubsidized housing market.

PARTICIPANTS: **Rod Radle**, Executive Director
San Antonio Alternative Housing Corporation

June Kachtik, Executive Director
UU Housing Assistance Corporation

Ramiro Maldonado, Senior Project Manager
San Antonio Housing Authority

Fred Elsner, Chairperson
Greater San Antonio Builders Association, Affordable Housing Task Force

Andrew Cameron, Director, - Moderator
City of San Antonio, Housing & Community Development

SUMMARY: The goal of the work session was to achieve a better understanding of the actual costs of housing, what is affordable at a variety of income levels and how subsidies are used.

QUESTIONS/KEY COMMENTS:

- Is the difference in house price due to the lower price house not having a “varied” roof design?
- How is the decision made as to which houses to rehab?
- Why did insurance go up \$1,500 on one rehab project?
- How about emergency housing where people can stay while waiting for affordable housing?
- Why not have seminars on “zero” lot line?
- Why don’t local people go into condominiums like people from out of town?

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WORK SESSION SUMMARY

TOPIC: **Consolidating the Back Office**

ISSUE: Explanation of the current accounting systems (City and HUD) and presentation of models for a common accounting system, followed by a facilitated discussion of the current challenges with processing required paperwork and opportunities to achieve economies of scale through consolidation.

PARTICIPANTS: **Jeanetta Tinsley**, Community Development Coordinator
City of San Antonio, Housing & Community Development

Troy Elliott, Controller
City of San Antonio, Finance Department

Jeffrey Richard – Moderator
Principal, McConnell Jones Lanier & Murphy

SUMMARY: The goal of the work session was to discuss the advantages of consolidating back office functions, which also allows non-profits to focus on their core mission.

QUESTIONS/KEY COMMENTS:

- With regard to electronic applications, the City is trying to get online applications viable so that vendors and nonprofit grantees can submit both applications and invoices online to the City.
- Because of some of the requirements of HUD and of the IRS, it may be impossible to consolidate the back office entirely, but entities can collaborate – Jeanetta Tinsley
- The City's current financial system is 23 years old, purchased in the 1970s, called FAMIS. Currently, a vendor forwards an invoice to the initiating department. If it has to do with community development, likely Ms. Tinsley's area enters the invoice into the system; it then goes to Finance, to the grants department; then to accounts payable, where "four or five people touch it in AP"; the assistant controller finally reviews it and signs the check. The City is actively seeking a

system to automate, re-engineer and make more efficient these steps

- The new system will have three phases: in Phase I, the consultant will develop a business case to present to the City; in Phase II, the consultant will develop an RFP to select the software to do the job; and in Phase III, the implementation of the software will occur. It will involve a team of 80 people for 3 years. – Troy Elliot
- Consolidating the back office is an important idea, especially for nonprofits, and individual board members of nonprofits. If the books are not in order, board members are personally liable in some cases.
- It is important to note that finance and accounting are not the strong suits of most nonprofits. To consolidate backoffice functions would relieve them of a burden, and probably produce a better product at the end of the day.
- The issue is about core competency. We hope nonprofits don't wait until there is a crisis before they attempt to take advantage of this.- Richard Alvarado

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WORK SESSION SUMMARY

TOPIC: Alternatives to Site-Built Housing

ISSUE:	Manufactured housing professionals provided information that addresses preconceptions about these housing products.
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PARTICIPANTS: **Gene Morrision**, Senior Associate
Meyers & Associates

Dr. Mike Crosbie, Associate
Steven Winter Associates, Inc.

Nancy Kramer, Branch Manager / Division Vice President
CTX Mortgage

John Jacks
City of San Antonio, Planning Department

Naomi Shogren – Moderator
City of San Antonio, Neighborhood Action Department

Dr. Mike Crosbie, Associate
Steven Winter Associates, Inc.

Nancy Kramer, Branch Manager / Division Vice President
CTX Mortgage

John Jacks
City of San Antonio, Planning Department

Naomi Shogren – Moderator
City of San Antonio, Neighborhood Action Department

SUMMARY: The goal of the work session was to educate the participants about manufactured housing trends and products and discuss the possibility of a publicly-funded project utilizing manufactured or modular components.

<p>QUESTIONS/KEY COMMENTS:</p>	
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WORK SESSION SUMMARY

TOPIC: **Downpayment and Counseling Funds**

ISSUE: Panelists discussed the need for coordinated housing counseling programs and present models from other communities.

PARTICIPANTS: **Aurora Ortega-Geis**, Director
 Fannie Mae San Antonio Partnership,

Sheila Frye
 North American Mortgage

Thomas Gayle
 American Homeownership Education Counseling Institute

Jim Calhoun – Moderator
 J-Quad and Associates

SUMMARY: The goal of the work session was to provide information about current housing counseling and downpayment assistance programs and seek feedback about future disposition of the public funds for these programs.

QUESTIONS/KEY COMMENTS:

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TOPIC: **Performance Measures**

ISSUE: Panelists described performance measurement strategies that allow staff, advocacy groups and the general public to track the results of programs and investments, and explore how such measurement strategies can be implemented in cities such as San Antonio and Austin.

PARTICIPANTS: **Charlotte Barrett**, Organizational Performance Manager
City of San Antonio, Budget Department

Reyes Ramos, Research Coordinator
University of Texas at San Antonio, Hispanic Research Center

Andrew Grigsby, Program Manager
City of Austin, Sustainable Development Project

Dr. Doug Frederick – Moderator
J-Quad & Associates

SUMMARY: The goal of the work session was to discuss the importance of housing performance measures and suggest some for the San Antonio housing service delivery system. Provide a list of performance measures software and tools.

QUESTIONS/KEY COMMENTS:

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TOPIC: **Data Warehousing**

ISSUE: Panelists explained what a “data warehouse” is and how such a program is designed and implemented, including technological and other barriers; the Alamo Area Community Information System was demonstrated.

PARTICIPANTS: **Mr. David Brandon**, IT Program Director
The Westin Companies

Matt Reedy, CEO
IntelliSolve Group

Ed Carrion
Alamo Area Council of Governments / AACIS

Mary Ellen Burns – Moderator
United Way / AACIS

SUMMARY: The goal of the work session was to discuss and illustrate benefits of data warehousing of various housing databases into a seamless research tool for housing customer service representatives.

QUESTIONS/KEY COMMENTS:

- “Can the City really do anything about various parties coming together?”
Response: the City can exercise ‘LEE’ – Leadership, Efficiency – through greater performance, and Embarrassment, if the entities don’t embrace the change.

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WORK SESSION SUMMARY

TOPIC: **Predatory Lending**

ISSUE: Panelists discussed what predatory lending is, the magnitude of the problem in San Antonio, and potential policy responses.

PARTICIPANTS: **Everrett Ives**
Texas Mortgage Brokers Association

Rob Schneider
Consumers Union

Armando Barbosa
San Antonio Mortgage Bankers Association

Michael Wertz – Moderator
City of San Antonio, Neighborhood Action Department

SUMMARY: The goal of the work session was to help participants understand the concepts/definitions of predatory lending and discuss possible public policy responses.

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: Incentive Toolkit

ISSUE: The City's proposed Incentive Tool Kit was presented and feedback was solicited from session participants.

PARTICIPANTS: **Dr. Michael Maguire**
University of the Incarnate Word

Mike Wertz, Community Development Analyst
City of San Antonio, Neighborhood Action Department

Ann McGlone, Historic Preservation Officer
City of San Antonio

Trey Jacobson, Assistant Director
City of San Antonio Economic Development Department

Louis Marin – Moderator
City Manager's Office

SUMMARY: The goal of the work session was to increase awareness of the incentives that will be available from the City and receive feedback regarding the implementation of the Tool Kit.

QUESTIONS/KEY COMMENTS:

- Does the Historic District involve taxes other than the City, such as the School District and the County?
- Is there a map of the Historic District?
- Will the application for redevelopment be on one sheet?
- Why do people move after 7 ½ years?
- Does the tax incentive transfer when the historic designated house is sold?

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WORK SESSION SUMMARY

TOPIC: **Affordable Housing Production Goals**

ISSUE: Wendell Davis of SA Research summarized his findings regarding the affordable housing market in San Antonio; panelists representing local affordable housing developers addressed their production goals and histories.

PARTICIPANTS: **Ruben Peña**
 Habitat for Humanity

Melvin Braziel, Executive Director
 San Antonio Housing Authority

Wendell Davis – Moderator
 SA Research

SUMMARY: The goal of the work session was to lead structured discussion of possible permutations of affordable housing goals for San Antonio, and set feasible housing production goals for the Master Plan

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: Technology Systems to Serve Customers

ISSUE: The panelists described technology systems that help organizations manage customers and provide better customer service, and discussed their experience with creating and implementing such systems.

PARTICIPANTS: **Chuck Modliszewski**, Chief Information Officer
San Antonio Housing Authority

Holly Harrison
City of San Antonio, Community Initiatives Department

David Williamson, President & CEO
JABR Software, Inc.

Mary Ellen Burns – Moderator
United Way

SUMMARY: The goal of the work session was to discuss enterprise resource planning (ERP) system and uses in housing

QUESTIONS/KEY COMMENTS:

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WORK SESSION SUMMARY

TOPIC: **Sustainable Development**

ISSUE: Presenters discussed a framework for sustainable development and programs that encourage sustainable growth in the community: capacity building among non-profit organizations; service-enriched affordable housing; and grassroots economic development.

PARTICIPANTS: **Sandi Williams, Executive Director**
 Alamo Area Mutual Housing Corporation

Victor Azios
 Annie E. Casey Foundation

Andrew Grigsby – Moderator
 City of Austin, Sustainable Development Project

SUMMARY: The goal of the work session was to stimulate thought about a sustainable housing service delivery system.

QUESTIONS/KEY COMMENTS:

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Transcript of Remarks
Friday Luncheon, 11:30 a.m.
March 23, 2001
Speaker: Terry Brechtel,
City Manager Designee

“I’m very pleased to be here to kick off the first San Antonio housing summit. Thank you for joining us for the next few days to talk about a San Antonio ‘Sustainable Housing System’”.

“I’d like to start by talking about the Housing Summit. As you know, it’s a result of a joint effort by the city of San Antonio and many of our partners, our very important partners, in the San Antonio housing delivery system. There are 16 sponsors for this event. And in particular, I would like to recognize the Annie Cassie Foundation and the Fannie May Corporation. Their sponsorship has been important and it has let us provide for the next two days 24 panels, the presentations you are going to hear today and tomorrow, the luncheon you are enjoying today and the evening reception and dinner as well.”

“It is very appropriate that we start by recognizing the sponsors because really this summit is the result of a very important collaborative effort that began almost three years ago. And I’m sure that many of you in the room may remember the community revitalization action group that was created by the mayor and Councilmen Garza and Menendez in 1998. It was developed really to address and to finalize a comprehensive system of change. A system of change to revitalize the inner city and to evaluate what is the best way to balance growth in San Antonio. Many thanks today and in the future to this dedicated group who worked many months to put the community revitalization action group report together and to the city staff who also worked to identify and address the issues that impact our neighborhoods.”

“Two recommendations that emerged from that report in 1998 called for the Housing Service Delivery System to be reviewed in a more comprehensive fashion and also for the creation of the housing plan. Based on the suggestions in the housing performance review, which was completed last year, there’s a great need that was identified for better coordination and more cooperation in the housing arena. And today, this is part of our first step towards that cooperation-collaboration. Both the housing performance review, and the CRAG 2000 report that was done last year, calls specifically for longer term city wide housing master plan to serve as a guide for future investments and allocation of

resources. The five-year plan will not just address affordable housing but also market rate housing including military needs, assisted living, and housing for our special needs population.”

“First and foremost the housing master plan will help us serve customers better. A very important theme of my administration as city manager is to work closer with the community in serving our customers. We also will help identify the roles of the service providers and will help produce competition for funds and help each provider to do what they do best. Many aspects of this have already been identified in the housing performance review and this is the next step.”

“Efficient systems as well will help improve our ability to serve the customers to be easier for citizens to figure out who can help meet their needs. In addition, efficient systems will allow us to be good stewards of federal and local public funds that are committed to housing. I believe that citizens deserve accountability and consistency in funding and programming so that investments are guided by a comprehensive policy serving all sectors in the community.”

“In summary, the master plan will help the city establish a coordinated comprehensive housing policy. Today is the start, again, the start, of the implementation of the recommendations to create the master plan but it also is the end of many other accomplishments that have come as a result of the CRAG Report. And I think that it’s important that we take a minute to talk about the recommendations that were already implemented. For example, the one stop services center that was part of my meeting this morning, I will be going to New York to sell some bonds to begin to build, for the first time for the City of San Antonio, a one stop development services facility. In addition the development services manual has been completed. Those were recommendations that came from the CRAG Report as well as establishing the 1940 city limits as a target area for incentives. And you’ll be hearing more about the incentive tool kit tomorrow, the HART program that is well underway recycling assets with the help of many of our partners with several actions that has already been taken by the council that have really kicked that program off. In addition, we developed the closest catalog, which is a local artisans catalog that provides custom pieces for new construction projects. However, we are ready to continue to move forward and to use the CRAG findings to build a foundation and begin a new phase of our ongoing initiative to focus on revitalizing our urban neighborhoods.”

“You know, revitalization is broader than housing and encompasses neighborhoods, businesses and infrastructure, even people skills and education.”

“Probably most importantly as a by product of this, there is a piece that George gave me in the notes about a new theme and its called invest in San Antonio and move to a point where we are more than community revitalization action group, a group that is talking about investing in San Antonio and hopefully that will something that will become a by product of this summit.”

“I think it’s a great tribute to the CRAG group that we’re now at the point where we are talking more about investing in San Antonio and doing things to invest in San Antonio than just at the planning stages of our report several years ago.”

“Over the next two days, you’ll have opportunities to learn about the latest in housing designs, construction code, financing mechanisms, as well as everything the city is doing to support housing. And you’ll have a chance to meet other housing professionals, neighborhood advocates, and interested citizens. But the summit also has another purpose, it’s important that we get your feedback on these new directions and opportunities so that we can create a master plan that reflects best practices in the real local needs. In fact we hope that your participation won’t end with this event as we have a growing need to hear from practitioners, lenders, builders, and all types of development professionals. Our consultant team is working on a new mechanism to obtain this ongoing feedback and we will look forward to its inclusion in the master plan. Of course your input during the presentations and workshops will be reflected in the master plan so please take the time to participate. I hope you enjoy the San Antonio Housing Summit and most importantly, help us build a better San Antonio. Thank you very much.”

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

Transcript of Remarks
Saturday Luncheon, 11:30 a.m.
March 24, 2001

Speaker: Honorable Charlie Gonzalez,
Member of Congress,
U.S. House of Representatives

There was a British writer who once said “the best way not to lose respect for parliament is not to go and view it while it worked and so I’m asking you not to come to Congress and view us as we work. (Laughter)

One of my staff said, “what do you think you’re going to talk about, do you want to talk about the HUD budget and the situation?” And I said, “well, I know that always going to be tough but I want to talk about something else. I want to kind of personalize and that’s going to be tempting to do this afternoon. But George and everyone assembled here, I want to say thank you very much for the opportunity to be here and it’s wonderful to see such a diverse crowd.

And I’m gonna be taking these guys on and off [reading glasses] throughout the thing, it’s like reading glasses from Barnes & Noble, but I really need them when I’m trying to read, you know what happens when you reach a certain age and I reached it.

It’s also a great honor to be seated next to and of course she’s here today, Stacy Davis, President and CEO of Fannie Mae Foundation. I don’t have to tell you how important a role Fannie Mae place. And I was telling people, “look you really are fortunate to have Stacy here”. And I do love Fannie Mae’s continuing efforts in San Antonio to the degree that you have [done so] which is pretty astounding.

What I want to start off with is to give a little bit of the Washington environment because a lot of the things that we do in Washington impact [you locally.] And many of you I just saw last week if you came up to lobby for your programs and your proposals. Washington is a very strange place and I’ve already said that, so I’m gonna give you a couple of examples on how strange the place it is.

First of all, when I got there, I did not realize that I would be able to identify a whole new homeless group. Right, we think we know all the homeless may be in Washington DC and other metropolitan areas, never did I believe that I myself will make this kind of discovery of this group of homeless people. Now read this from the newspaper, Representative Jack Kingston, Republican from Georgia, like most members of

Congress, he's kind of holding it together in the existence of Congressional life. But there's one minor detail that cast him apart. It's that the guy hides behind the sofa in his office. He's not alone. More than 20 congressmen sleep in their offices. In some surveys the numbers may be double that, it's about 40 . . . So these are the members of Congress that I now term the homeless.

One [person coined the phrase] "Clandestine Couch Caucus", "The Motel Hotel", or "The Homeless Congressmen Caucus". But this is really true.

[One thing I] realize in Washington is that things are really expensive and some members prefer just to simply save in their offices. It's unbelievable that is, no movement. Like I say it's a violation of the rule. We expect you to follow those rules but of course we members of Congress... [The rules don't] apply to us.

The other thing is we look at Washington through a certain prism and we really believe that everyone else is wrong. The way we look at it is the way. This reminds me of a story. This little story about Billy Carter. You remember Billy Carter. Billy Carter became a media favorite with his outspoken opinion towards brother Jimmy running for president in 1976. One reporter suggested that Billy was a little strange -- this was a Washington reporter telling somebody Billy was strange. Billy replied, "look, my mama was a 70-year old peace corps volunteer in India, one of my sisters goes all over the world as a [teacher], my oldest sister spends half her time on a Harley-Davidson motorcycle, and my brother thinks he's gonna be president of the United States. Which one of our family do you think is normal?"

The last was an experience. I had to tell you the background because as I give you to the serious part of my talk, you need to understand, it's a crazy world that we operate out of. I am a [whip], which means on certain days at 9:00 in the morning, the democratic gets to get together and we go over the legislative agenda, and it's like a locker room. And I don't know if you have heard of this story or not: 'What was happening was the president of the United States was requesting \$6 billion for Kosovo. This is obviously some time ago. Since emergency spending, anything that's emergency spending doesn't count on busting budget caps. This is spending money you just don't put in on the ledger, okay? So everybody was jumping on it. And Republicans have filed \$12 billion in addition to the \$6 billion that the president was asking. You can't believe it, this is a new world for Republicans.

I can't believe it. The president is asking for \$6 billion for our role in Kosovo. We have the support of men and women in uniform. And we're go-ahead, yes we are, yes we are. Just like a locker room and the coaches pumping you up. And so then he said, those Republicans are asking for \$18 billion, \$12 billion over what the president is proposing. Isn't that just horrible, yeah, horrible, horrible. See, so what we're gonna do then, is we're gonna ask for \$6 billion over on what the president is requesting. So I'm sitting there as a freshman, oh, there's something here that's not right! I sort of understand

things. If the Republicans are wrong for asking for \$12, why are we right for only asking for \$6 more? But a freshman usually doesn't get noticed even when we raise our hand.

So I look at Joe Crowley from New York, he's a freshman and he couldn't figure out what was going on, somebody wait a minute, wait a minute Dave, if the Republican are wrong for asking for \$12, why are we not wrong for asking \$6 billion. They said, "Can't you see, they're twice as wrong as we are." (Laughter).

I'm really here to talk about housing—the building blocks of our neighborhood. And we have people from all different aspects of what it takes to put all of these together. Whether it be the public sector, whether it be the city, whether it be the private, whether it be the developers, the realtors, the lenders. And each of you will have a role. I want to tell you that San Antonio is a unique place. That people in our city have a particularly special bond for the neighborhood in which they grew up. In fact, San Antonio neighbors mean really families, and grandparents, and aunts and cousins who live nearby and lend a hand to serve special occasions. You know exactly what I'm talking about. The neighborhood of the family of many of San Antonio is truly intertwined.

You don't make a distinction. And that's really a strength—that's something really to hold onto—and it's getting harder to hold onto. And why is that—because our neighborhoods in our city are not immune from the changing society. And do I mean by that. The reality is that people are living longer, we have many more seniors that impact the way we live in the communities in our neighborhoods. And our families integrate and absorb as people get older. People work longer today that they ever had in the history of the United States.

We lead all nations—we lead all nations in the amount of time that we work. They are working more hours today than ever. We have more children that come from single family households—single parent—single-parent households—more so than ever. We understand urban plight—the impact that it does for inner cities on our own neighborhoods. These are the realities faced by all cities besides San Antonio.

The challenge to you is greater today than ever before because of these changing dynamics. The need though is greater than ever before. So what you have is not only greater challenge but also a need to succeed that is greater than ever. So, when I was coming over here, I thought who are we, individually, what do we represent, what are we supposed to be doing. This is a wonderful, wonderful summit—that will give you great ideas and it's networking. And it's about opportunities and plugging in and everything else. But we can't lose sight, okay? – of what the goal really is. What are we supposed to end up in this whole process? We are all gathered here today, aren't we? What are we to accomplish at the end?

Fannie Mae will be [prominent]. Lenders will conduct their business, developers will devise their plans, realtors will find opportunities for families, neighborhood activists will share the quality of life with their own neighborhoods, city planners will prepare the

blueprints for healthy and smart growth for our city, and hopefully, this member of congress will try to enact meaningful legislation to make all these happen.

All of this is just supposed to happen, but somehow we get lost. And I think sometime we get lost because we just get into all the details, we don't realize where are we supposed to be going. What are we seeking to provide? You think of it, it's really [simple]: affordable housing for families in hopes of what—creating and preserving healthy and stable neighborhoods. It's all about building blocks—it's all about you being there on the ground floor—culminating and making sure this is going to work. I tried to find someone that maybe could express a little better on what we are trying to do. And I remember and I did not read the book, but I was looking on the review by Ray Waters. You know Ray Waters, public radio and he's now on television and everything else. He had a book—*“The Old Neighborhood”*. And he described it as... *“When you leave here, I hope that you remember what you try to create when you go back to your desk...when you go back to your office... when you go back to your neighborhoods...and that is an attachment to place....attachment to place. And what does that mean. It means a family is creating neighborhoods...which create communities.”*

That's the big picture...that's the huge picture out there. That's really what we're trying to do. We help people make that connection. If we do this, it will instill pride and accountability. That means it's revival of our society because I truly believe that it's happening. We don't have the old neighborhood—the attachment to place. When we knew one another, when we had the responsibility to one another and because of the neighborhood and the community and the family, you don't want to disappoint people.

All of us somehow are interrelated in those neighborhoods and that's what we're still trying to do. It doesn't matter what the neighborhood is. It doesn't matter whether it's a public housing program, it's doesn't matter ... We all sleep on the same thing because we're all humans and we're all families. But we're losing it somehow. The people most probable to losing it obviously are those that are not so privileged—and don't have everything going for them.

But you will be their hope. And like I said, let these people share this place. They have a world in this place. It's attachment to place. And they invest in this place. That's what we don't have in place in society in large measure. And that's what's diminishing and that's why we're in trouble. But you can go out there and you can make a real, real difference, hopefully I'll do my part. Stacy will do her part. And that's coming out of Washington. But ... you down here on the ground make it work. Each of us here today in our own respective worlds must somehow personalize this attachment to place that Waters is talking about.

It should mean that the best, in my opinion, the way we personalize it means it represents the best of our own family and neighborhood experience and memories. And I'll finish with this. Because this is all I wanted to say to you today. I don't want to go talk about budget and new programs and stuffs, you'll hear enough soon. What I mean is that when Fannie Mae develops its policies in this programs, it will see families, women with pride

of home ownership. With the lenders, they won't just see loan documents or proposals, but the potential for a family to experience the warmth and security of a place called home. When realtors (and I see many of my realtor friends), won't you see [merely] listings but the places for families to form lifetime neighborhood friendships and relationships. And when I see the neighborhood activists, and the city planners, they just won't see charts and plans, but homes and neighborhoods for families to celebrate and study and play and agree together. And as congressman, what would it mean to me, believe it or not, when we are up there, like George was telling you, my committee, the big committee, financial services and sub-committee, housing, it's gonna be about HUD.

What are we really trying to accomplish? I'll tell you what I want to do. I want to give some fellow citizen [a sense of] what a wonderful memories that I had of growing up with a home with my family. I would like for someone else, some young person to help their father plant a tree in the yard. That's all. Or to help the parents with a little garden out there or with the lawn. That's all it is.

For me it means maybe someday just like when my grandparents' house burned down, they were able to move in with us. So in times of emergencies, what we created safe havens for families. That's what we really doing and we lose sight on what they really mean. I want you to go back to your offices and sit there at you desk. Don't look at everything simply on piece of paper like I would look at a piece of legislation. Think of what it translates in to. Think of your own memories of what it was like if you were fortunate enough, because many of you maybe did not experience that - that it somehow provided an attachment to place...a wonderful place.

But that's what we're all about. And our neighborhoods have produced wonderful people. And I was just thinking in terms of our own west side. If you think of Alex Briseno city manager for about 11 years, Henry Cisneros, I think is the greatest mayor we ever had, no doubt that we'll ever see. And who knows where Henry will be going. But he's gonna talk about attachment to place. And he'll tell you about [it] and everything

That's what we're trying to do. We're trying to set-up something there so that there may be a little Alex or Henry or Maria -- you know who I'm talking about... these are all leaders in our city. And what will make their dreams come true is that we just do our job...and that is create those places so that there can be in fact attachment to place.

Thank you very, very much.